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connecting Thomas & Betts employees worldwide

A History of Leadership in the Electrical Industry

Proactive Fire Preparation Saves Lives

Marketplace: *Environmentally Friendly, Award Winning, Innovative New Products*

World of T&B: *No Sleepy Southern Town: Jonesboro Grows Up*

Robert M. Thomas

Hobart D. Betts

In the Footsteps of Edison

Thomas&Betts

THOMAS & BETTS CORPORATION
8155 T&B Boulevard
Memphis, TN 38125

CONTENTS

Cover Story
In the Footsteps of Edison 2

Columns
Marketplace 6
Safety Zone 7
EmPowered People 8
Tidbits 10
The World of T&B 12

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Peggy Meeker

Your comments are welcome.
Please send correspondence to:

PowerLine
Mail Stop 4A-31
8155 T&B Boulevard
Memphis, TN 38125
e-mail: PowerLine@tnb.com
fax: (901) 252-1306

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Thomas & Betts: Wherever El

A History of Leadership in the Electrical Industry

To turn back the pages and explore the history of Thomas & Betts is to discover a compelling story of technological innovation, marketing acumen and opportune acquisitions.

The Early Years – In the Footsteps of Edison

The end of the 19th century was a period of great industrial and technological change. Although the world had known about electricity ever since Benjamin Franklin had flown his kite that fateful day in1752, it was Thomas Edison that first captured the power of electricity in a practical way with the invention of incandescent electric lighting in 1879.

Within a decade, a new industry had developed to serve society's insatiable appetite for electrical power. Among the entrepreneurs capitalizing on this once-in-a-lifetime opportunity were two engineering classmates from Princeton University – Robert M. Thomas and Hobart D. Betts – whose names were destined to become a symbol of product quality and reliability.

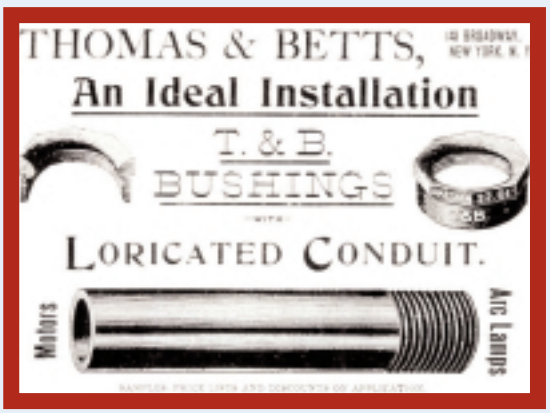
Thomas and Betts joined forces and began selling rigid conduit to electrical distributors in New York in 1898. Ever loyal to their alma mater, they adopted Princeton's color scheme, orange and black, for the new company's logo and packaging. Later that same year, Adnah McMurtrie joined the company and began to develop specialty electrical items to make the mass installation of electrical wiring easier.

Making a Home in Elizabeth, New Jersey

As the use of electricity spread, Thomas & Betts prospered and expanded by acquiring the Standard Electric Fittings Company in 1911. Soon afterward, sales, engineering and manufacturing were brought together under one roof in Elizabeth, New Jersey, which would be headquarters for the company until 1992 when the company acquired American Electric and moved to Memphis, Tennessee.

By the Roaring Twenties, sales exceeded $1 million and the company had a presence on both coasts and in Chicago. An ambitious young salesman, Nestor J. "Mac" MacDonald, joined the company in 1921 and began to introduce T&B products directly to end users – electrical contractors – in and around New York City. As contractors began to specify T&B products, sales to distributors grew. Focusing on the end user to pull through sales continues to be a key focus today.

" As the use of electricity spread, Thomas & Betts prospered..."



Early ad used to position T&B products as the choice of electricians in the early 20th century.

ectricity Goes, So Do We

Building a Reputation for Innovation

In 1927, G.C. Thomas (nephew of the founder) was named general manager and the next year T&B expanded into Canada. G.C. also created a product development committee with a focus on developing the highest quality products with the lowest installed costs – a goal that continues to guide R&D. G.C. also made his mark in the newly created National Electrical Manufacturers Association (NEMA) and led the drive to standardize thread sizes and plating in the electrical industry. T&B's leadership in NEMA continues today.

T&B introduced cast solderless lugs, forerunners to Wedge-On® and Sta-Kon® connectors, during the 1930s. Eliminating the need to solder connections saved time and increased safety on high-visibility projects such as the expansion of the New York subway. Backed by national advertising, the company adopted the slogan: "Wherever Electricity Goes, So Do We."

In 1935, following the death of Betts and the retirement of Robert Thomas and McMurtrie, the leadership reins passed to G.C. Thomas and Mac MacDonald. G.C. and Mac led the company for the next four decades, until their respective retirements in 1965 and 1975.

"T&B Plan" Introduction Revolutionizes Industry Marketing

In 1937, the T&B Plan was published declaring the distributor T&B's marketing partner. The principles of the T&B Plan continue to be the foundation of the company's marketing efforts, including Signature Service®, the most widely imitated preferred-customer program in the industry.

Despite the upheaval of World War II, Thomas & Betts continued to thrive as the company's innovative Sta-Kon® products transformed how planes, ships, and tanks were wired. The company's Elizabeth, N.J., plant was declared one of the 12 most critical plants during World War II.

Peacetime Boom Demands Innovative Products

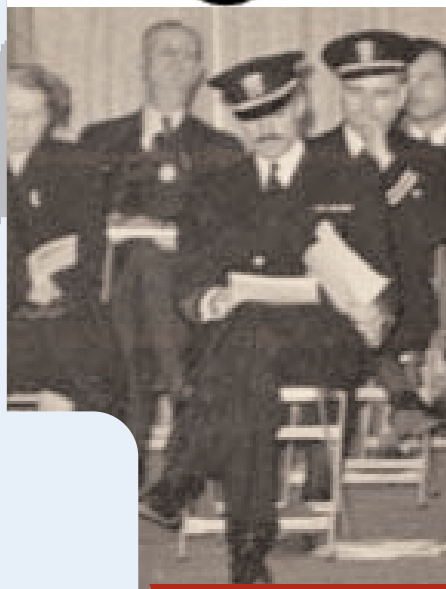
After the war, construction boomed and T&B introduced an innovative new system of color-coded connectors and compression tools called Color-Keyed®. The Color-Keyed systems ensured that proper installation procedures would be used with each connector. This system remains the industry standard half a century later.

In 1953, T&B introduced the first high-performance liquid-tight, flexible conduit connectors, which were selected to build the world's first nuclear-powered submarine, the *Nautilus*. Soon, T&B products became the standard in electrical specifications for submarines.

In 1958, Thomas & Betts secured a place in engineering history with the development of the Ty-Rap® cable tie designed to facilitate assembling wire harnesses in airplanes. In the first month, Ty-Rap sales were a modest $350. Today, T&B sells hundreds of millions of dollars of cable ties in 14 colors, 15 designs, 10 materials and multiple lengths.

Thomas & Betts went public in 1959, offering 300,000 shares of stock to the public at $17.50 per share (NYSE ticker symbol: TNB). Today, T&B has 58 million shares and a market value of approximately $1 billion.

T&B entered the utility market a year later, developing specialty fittings and connectors suitable for high-voltage transmission lines and quickly won substantial contracts from Consolidated Edison in New York and New England Power and Light. T&B broadened



its utility product portfolio in the 1990s with the purchase of Blackburn® and Elastimold® connectors and Meyer™ and Lehigh™ steel structures and poles used for transmission towers.

1960s Mark Period of International Expansion

In the 1960s, T&B entered the European market with Sta-Kon® connectors and Ty-Rap® cable ties. The company also expanded into Mexico and other international markets.

During the early 1970s, Thomas & Betts expanded its market presence into telecommunications when it signed contracts with General Telephone and ITT. By the end of the decade, T&B introduced the inventive Kold-N-Klose® spliced cable repair system – the first sheath repair product that didn't require the use of heat. Today, most major phone companies use Kold-N-Klose as well as other T&B telecom products such as Deltec® cable support system.

Internal product development continued to drive growth even as the company pursued selective acquisitions. Until T&B introduced its proprietary Versa-Trak® under-carpet wiring system in 1980, gaining access to wiring after a commercial building was built was expensive and messy. The Blackjack® bushing, a one-piece design was introduced in 1994.

In the 1990s, Thomas & Betts began to use technology to lower costs for customers and the company. T&B Access® allows distributors to utilize order tracking databases and T&B Electrical World focuses on serving the needs of the end user.

American Electric Acquisition Moves Company to Memphis

Thomas & Betts acquired American Electric in 1992, broadening its portfolio of electrical products. American Electric also included the largest and most complete line of

T&B management and NYSE officials mark the first day of trading for Thomas & Betts stock (TNB).

History Comes Alive

In a new, specially designed display in the company's Memphis headquarters, visitors can view a variety of original products and marketing materials developed by T&B over a century of leadership in electrical, utility, heating and telecommunications markets.

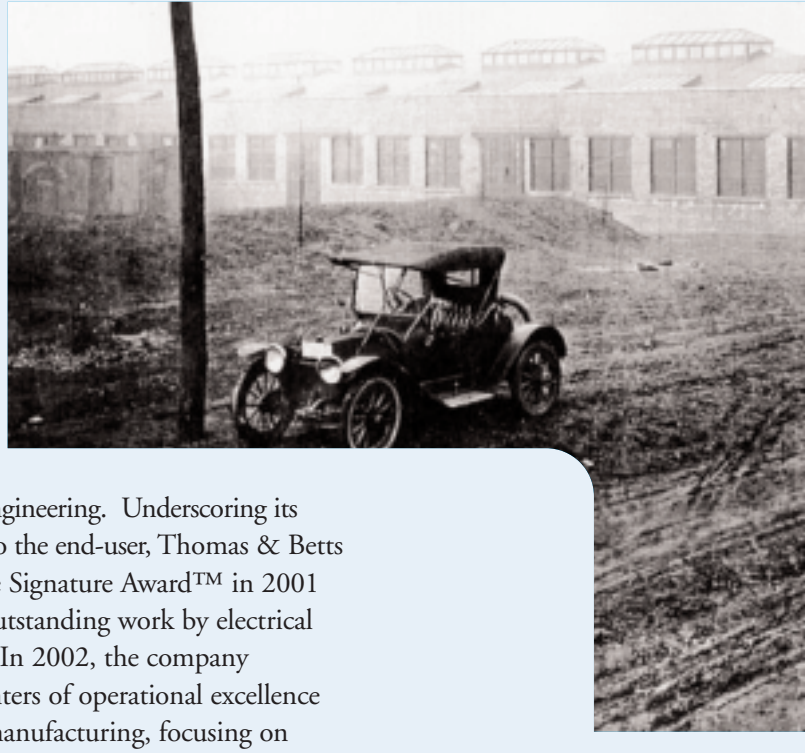
industrial/commercial heating and ventilating equipment marketed under the Reznor® brand name and Meyer® steel structures used for the power delivery market.

In 1996, Thomas & Betts acquired the LRC Snap-N-Seal® and Diamond®/Sachs™ brands used in cable TV applications with its purchase of Augat, Inc.

Thomas & Betts celebrated 100 years of electrical industry leadership, dedicated a new headquarters building and opened a state-of-the-art central distribution center (CDC) in Byhalia, Miss. in 1998. The CDC is the central hub for a sophisticated global logistics system that allows T&B to offer 'one order, one shipment, one invoice' service — a unique competitive advantage.

In 2000, Thomas & Betts divested its electronics business and began a concentrated effort to enhance its operations, market focus and product engineering. Underscoring its commitment to the end-user, Thomas & Betts introduced the Signature Award™ in 2001 to recognize outstanding work by electrical professionals. In 2002, the company established centers of operational excellence for electrical manufacturing, focusing on offering the highest quality products at the lowest cost.

Today, the company continues to build its legacy of innovation and leadership. Its commitment to leadership in the electrical and construction industry and its focus on customer service and distribution to its major markets insures a strong and bright future for Thomas & Betts.



T&B's first company car outside company's Elizabeth, New Jersey headquarters (circa 1920).

"Thomas & Betts has a colorful and impressive history of leadership in the electrical industry. Our accomplishments could fill volumes."

T. Kevin Dunnigan
Chairman and CEO

Tool room in Elizabeth plant in the 1930's.

Do You Know This Man?

Hint: He's a Civil War veteran, prolific inventor and offered a "hot commodity" in the late 19th century. Find out more in the next issue of PowerLine.

marketplace

Environmentally Friendly Venturion Heater Ventures Into Market

T&B has introduced a new series of Reznor used-oil fired heaters called the Venturion®. The Venturion burns used motor oils such as crankcase oil or transmission fluids and is designed to be the industry's user-friendliest heater with easy service access. Venturion is environmentally friendly and eliminates the need for operators to haul away used oil for disposal. It also saves the operator the cost of purchasing heating fuel. Developing the Venturion series was a team effort with Ron Foskey in Memphis, Werner Specht, John Pas and Rich Reed at T&B's Mercer, Pennsylvania facility leading the effort.

Manufacturing team in Mercer, Pennsylvania with the first Venturion heater to come off the line. Back row (l to r): Jim Perrine, Cliff Knauff, Stephen Byler, JR Ryder, Jim Carothers, Bill Kennell. Front row (l to r): Jim Forrester, Sherry Norris, Jay Weinel, Dan Safran, Tatiana Dunder.

Ty-Fast Schusses Onto the Slopes

Ski resorts have a new convenient, low-cost, quick, and safe alternative to the metal wire clip typically used to attach ski lift tickets to skiers clothing – the Ty-Fast® Badge Holder™. Designed specifically to prevent damage to skier's clothing, the Badge Holder incorporates a loop diameter restriction device that prevents the tie from being over tightened and a flexible short round tail that safely eliminates sharp metal. It comes in 9 colors to match the resorts' color schemes and is made to withstand extremely cold temperatures.

Innovative XJG Coupling Makes Short Work of Long Runs

When electricians need a fitting that can give and take without a lot of hassle, they can now rely on T&B's new XJG Rigid Conduit Expansion Coupling®. The XJG simplifies and speeds up the installation of expansion fittings in long runs of conduit and, because no disassembly is required during installation, there are no parts to drop or lose. The XJG also packs an added punch: It's the only fitting of its kind that features a true internal bonding jumper, meaning fewer parts to buy and install.

XJG Named as Finalist for EC&M Product of the Year

EC&M, a leading electrical trade publication, has again named a T&B product as a finalist for the prestigious 2003 Product of the Year Platinum Award. This year it's the XJG Rigid Conduit Expansion Coupling (see item on left). A select group of electrical contractors, engineers, plant/facility professionals, and a Code expert evaluated more than 100 entries and have narrowed the field down to a select group of 20 products. Their evaluation criteria was simple: Will this product help me do my job faster, safer, smarter or more profitably? EC&M readers will vote for their favorite and the winner will be announced in June.

New Hazlux 3 Induction Lighting Offers Safety Today, Savings Tomorrow

In industrial plants, reliable lighting in hazardous, hard-to-reach places is critical because replacing lamps in these locations can be risky and often involves renting expensive equipment such as scissors lifts. T&B's new Hazlux® 3 Induction Lighting is the longest-life lamp on the market – lasting more than 6 times the hours of a traditional metal halide. For T&B customers, this means less risk and lower costs!

Electrical World Lets Users Check Local Stock

T&B Electrical World has added a new feature that allows end users, such as electricians and contractors, to check the availability of products at their local distributor location. No other electrical manufacturer offers a comparable feature with the amount of detail as T&B. Currently there are approximately 250 locations on the system and more are being added weekly.

Pre-Fabricated Steel City Boxes Save Time on the Job

T&B expanded its ever-popular line of Steel City® boxes and covers with the recent introduction of 48 combinations of pre-assembled boxes, covers, and brackets. Pre-assembling the products at the factory helps electricians cut installation time, thereby increasing on-site productivity.

safety zone

Proactive Fire Preparation Saves Lives

In 2001, according to the National Fire Protection Association, 3,100 citizens were killed and another 15,200 were injured as a result of fire. Direct property loss due to fires was estimated at $5.5 billion. Fire killed more people in the United States than all natural disasters combined.

These startling statistics – and the prominent media coverage of recent fire tragedies at nightclubs in the U.S. – drive home the importance of having a fire safety program for the workplace.

Fire codes vary from country to country, region to region, and even city to city. While each Thomas & Betts facility has a fire safety plan designed specifically for its location, the basics of fire safety are universal.

Each facility should:

- Clearly mark all exits and ensure that they are not blocked.
- Inform workers of any potential fire hazards and plan appropriate procedures.
- Educate employees on how to use portable fire extinguishers.

Every employee should know:

- The location of all possible exits and staircases.
- The location of the nearest fire extinguisher and Emergency Pull Station.
- The departmental Emergency Captain and his/her back-up person.

In the rare case that a fire should occur and you cannot evacuate for some reason:

- Close the doors between you and the fire.
- Place towels or clothing around the door and cover all HVAC vents in the room.
- Place a wet towel over your mouth and nose.
- Call for emergency assistance and notify them of your location.

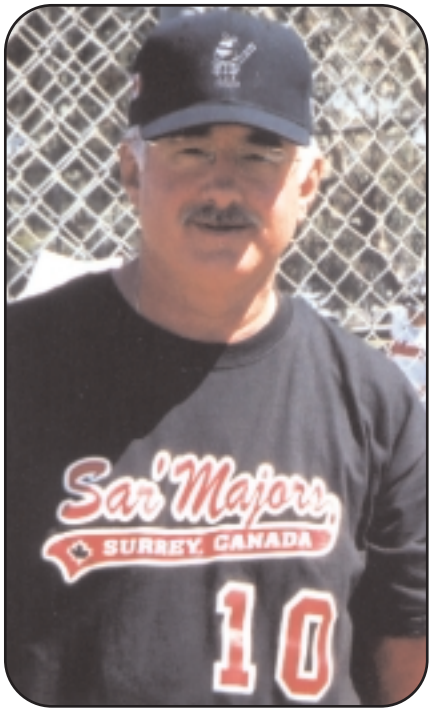
Recently, Thomas & Betts updated its evacuation plan for the Memphis headquarters building including comprehensive employee education materials. "Being prepared means more than depending upon sprinkler and alarm systems to protect us. It means being proactive," said Joanne Jorgensen, facility manager in Memphis.

EmPowered people

T&B Utility Team Responds to Kentucky Ice Storms Like True Heroes

When the worst ice storm in the state's history hit Kentucky in early February, over 150,000 customers were left without power and miles and miles of transmission, distribution and service wires were damaged. T&B's distribution center in Byhalia, Mississippi worked around the clock to see that Louisville Gas & Electrical Energy, American Electric Power and Brownstown Electric Supply Company had the T&B utility products needed to restore the system as quickly as possible. According to Barry Minatra, director of sales for utility products, going the extra mile is what being fast, flexible and customer-focused is all about.

Employees at T&B's central distribution center rallied to come to the aid of residents hit by severe winter storms.



Henry Takes Home the Gold at World Master Games

With 27 years as a T&B employee, Wayne Henry knows all about commitment and being a team player.

When he's not working at T&B's Vancouver sales office as a Distribution/Specification Co-Coordinator, he's working out with his teammates on the "Sar' Majors" (named after the team's first sponsor) fast pitch softball team. Henry takes the game as seriously as his job – he was an original founder of the team in 1976. All the hard work paid off as Wayne pitched his team to a Gold Medal in the World Masters Games held in Melbourne, Australia last October. The goal of the 2002 World Masters Games – the biggest multi-sport festival held last year – is to promote lifelong competition, friendship and understanding between mature (age 30+) sportspeople, regardless of age, gender, race, religion or sport status.

To take home the gold, the "Sar' Majors" team bested 11 teams from Australia, New Zealand, Russia and Canada to win the division for men 45 years and older.

Agrawal Receives Six Sigma Black Belt In His Spare Time

Sumanesh Agrawal has been the Quality Assurance Manager for T&B's Albuquerque, New Mexico plant for just over one year. Despite the pressures of having a new job, Agrawal found time in his off-hours to prepare for, and earn, a Six Sigma Black Belt Certification from the American Society for Quality. To qualify for a Six Sigma Black Belt, quality professionals must meet certain prerequisites, attend rigorous training sessions and complete a four-hour written examination. The exam covers the Six Sigma Body of Knowledge, which includes topics such as Business Process Management, Six Sigma Methodology and Lean Thinking. Successful Black Belts know how to apply the principles, practices and techniques of Six Sigma to achieve maximum cost reductions on the job.

Albuquerque, NM plant's Q.A. manager, Sumanesh Agrawal.

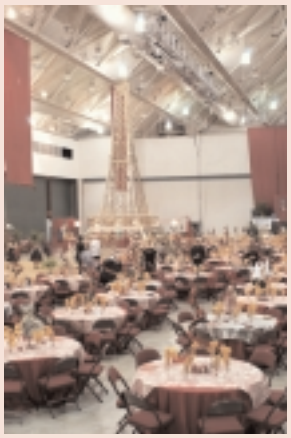
American Society for Quality
ASQ

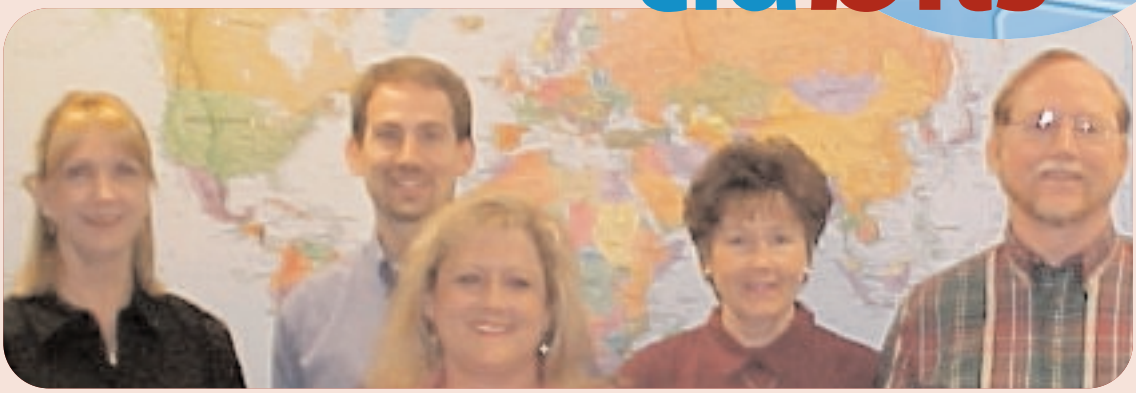
Utility's award-winning sales manager, Kim McNitt.

McNitt Recognized By American Electric Power

Kim McNitt, Central Regional Sales Manager for T&B's utility business, was recently recognized by one of T&B's premier utility customers – American Electric Power (AEP) – for her contributions to providing AEP with the highest quality service. AEP is one of the largest electric utilities in the U.S. with almost 5 million customers in 11 states. Michelle Kalnas, vice president for AEP, along with other members of AEP senior management, hosted McNitt at the company's headquarters in Columbus, Ohio.

AEP
AMERICAN ELECTRIC POWER





Collecting and submitting for patents the many products developed by T&B engineers takes a team effort. Patent department team members include: Back row: Linda Mitchell, Andy Barger. Front row: Jill Kellis, Jill Bryson, Mike Hoelter.

T&B Tops List For Patents Granted in Memphis

In 2001 (the most recent data available), Thomas & Betts beat out all other Memphis organizations for patents granted, with 44 total patents. To achieve this rank, T&B beat out several medical enterprises (Medtronic-Sofamor Danek, Schering Plough HealthCare Products, St. Jude Children's Research Hospital, Smith & Nephew Orthopaedics, Spinal Innovations and Wright Medical Technology) as well as FedEx Corporation.

T&B has a reputation for innovation and this heritage continued in 2002 when T&B's legal department received 36 new invention disclosures from T&B sites around the world. This works out to a new invention about every 10 days! Although not every invention disclosure matures into a patent (the process can take 12-24 months), the greater the number of disclosures, the greater likelihood that patents will be issued. "We like to think of the invention disclosures as seeds planted in the ground; while not all will germinate, those that do help ensure that T&B has a 'rosy' future," said Michael Hoelter, chief patent counsel for Thomas & Betts.

Kindorf Eiffel Tower Wows Crowd At Charity Auction

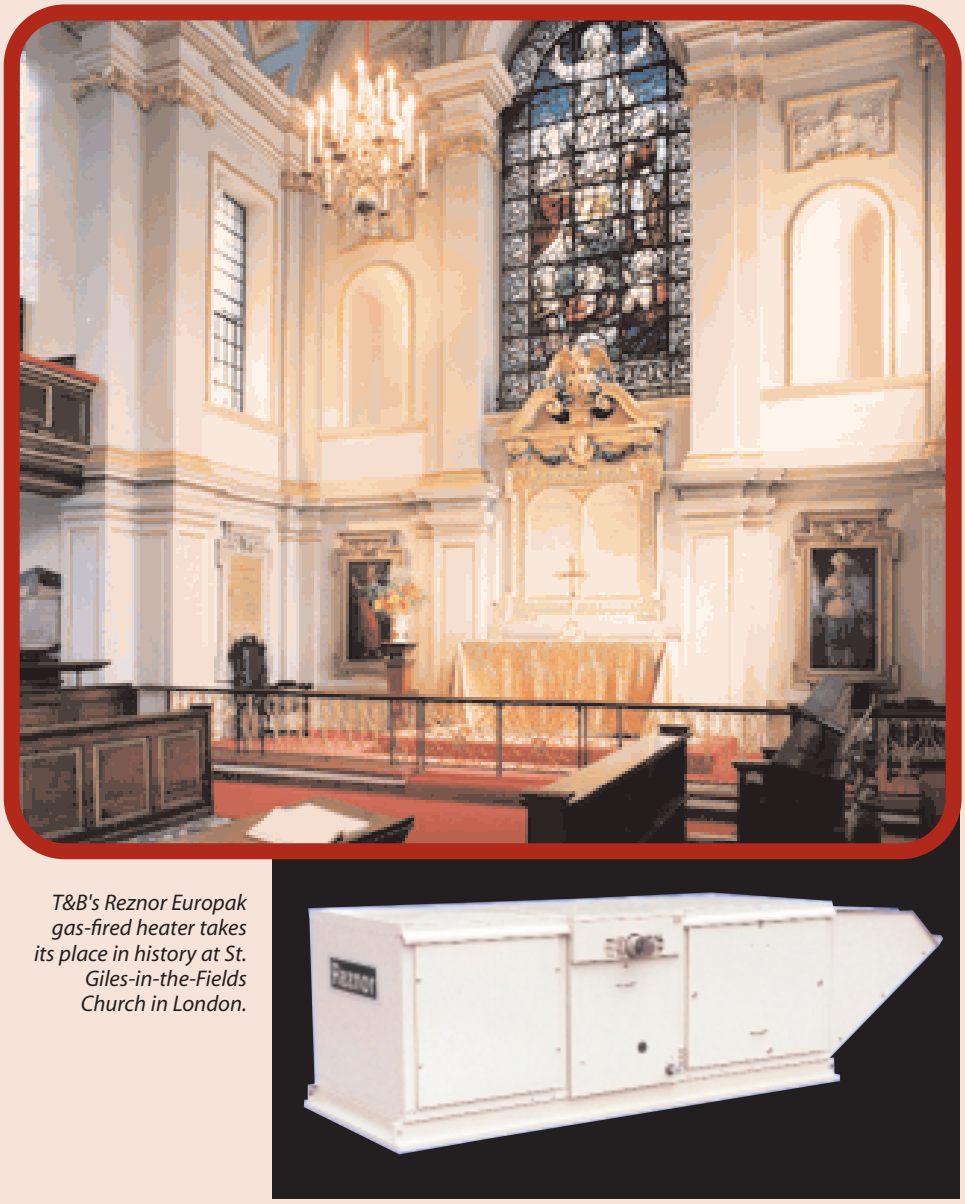
When a charity auction in his hometown chose a French theme, Steve Kay, CEO of Hill Electric in Anderson, S.C., created a stunning centerpiece for the event – a 1/30-scale model of the Eiffel Tower – using T&B's Kindorf® Modular Metal Framing System.

Kay wanted to capture the tower's cast iron construction as authentically as possible. The versatility, modularity and strength of Kindorf strut proved to be the perfect material for the ambitious project. Kay and his crew constructed the 32-foot tall model using Gustave Eiffel's original plans. The tower required 1,200 pieces of Kindorf strut, 1,400 bolted connections, more than 300 hours to construct, and weighed approximately 2,000 pounds. Audible gasps were heard from the event's attendees when they first saw the illuminated tower.

Back row: John Onson, Judy Hines, Minnie Hall; Front row: Elizabeth Diaz

HR Professionals Meeting "Benefits" T&B Employees

The professionals that help employees understand and take advantage of the significant benefits that T&B offers met recently to share best practices and discuss issues with the benefits management leadership team in Memphis. Twenty HR representatives from plant locations throughout the U.S. participated in the seminar. Helping assess and structure employee benefits is important in helping T&B attract and maintain high quality employees.



T&B's Reznor Europak gas-fired heater takes its place in history at St. Giles-in-the-Fields Church in London.

Prayers For Warmth Are Answered

When the bells of St. Giles-in-the-Fields Church in central London announce the conclusion of weekly services, the congregation emerges with more of a heavenly glow these days thanks to the new Reznor warm air heating system recently installed inside the historic building. St. Giles-in-the-Fields parish history dates back to 1101 and the reign of Henry I, while the current church building dates back to 1750.

When the old heating system gave out, T&B's Reznor Europak® PV2095-20 gas-fired heater was selected as its replacement not only because it is highly energy efficient, but because it wouldn't interfere with the building's existing framework and could make full use of the existing under floor ductwork. The Europak is also very quiet, ensuring excellent acoustics for services and classical concerts held onsite.

IT Professionals Gather To Plot the Future

Ensuring that T&B's information systems run smoothly, facilitate commerce and protect corporate assets takes a significant amount of teamwork and coordination by employees around the world. Over the past 3 months, IT professionals from around the world have gathered with their peers to review standards, procedures, security, documentation, integration and strategic plans for the company's current and future IT systems. In March, representatives from T&B's European facilities (including Hungary, Belgium, The Netherlands, Germany and the U.K.) gathered in Nottingham, England. Mexican, U.S. and Puerto Rican representatives met in Memphis in April for a 2-day strategic session (including folks from Athens and Portland, Tennessee; Horseheads, New York; Albuquerque, New Mexico; Monterrey, Mexico; Jonesboro, Arkansas; Byhalia and Southaven, Mississippi). T&B's Canadian IT representatives will meet later this year.

Everybody had a computer at the IT professionals strategic planning session recently held in Memphis. Foreground: Kevin Herbert; Background: Tony Barnett, Wolfgang Enk, Ursula Henz, Cecile Noel, Luc Demarteau.

the world of T&B

No Sleepy Southern Town:

T&B's Jonesboro Facility Grows Up To Be Premier Manufacturing Facility

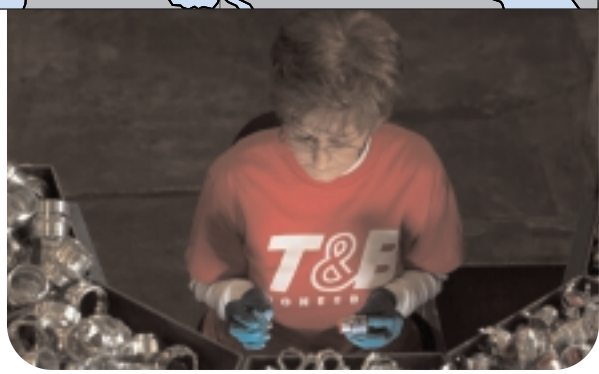
One of Jonesboro's more famous natives is John Grisham, author of more than a dozen best-selling novels.

In 2001, Grisham wrote a book, "*A Painted House*," about the life of a young boy growing up in a sleepy Southern town in the heart of the Mississippi Delta during the 1952 cotton-picking season. The story was set near Jonesboro, Arkansas – which today is anything but a sleepy southern town. Not only is Jonesboro home to Arkansas State University, but also to one of T&B's premier manufacturing facilities.

Thomas & Betts first located in Jonesboro in 1994. Today, T&B is the second largest industrial employer in Jonesboro, manufacturing liquid tight fittings, fittings for industrial and commercial applications, Shamrock® tubular products and Ocal® corrosion resistant conduit and fittings. The fittings and other core products produced at Jonesboro have historically been ranked #1 or #2 in brand preference studies conducted by leading industry trade publications.

Over the course of the past year, the plant has undergone a significant transformation including reconfiguring assembly lines, upgrading equipment adding 42,000 square feet (3,900 square meters) in order to add new manufacturing lines. The facility is now 265,000 square feet (24,620 square meters) and employs approximately 500 employees working three shifts to meet demand for T&B products.

"Our employees have done an exemplary job of adopting the concept of Lean Manufacturing to improve efficiency," said Doug Bryson, Jonesboro facility plant manager. "As a result, we were able to expand production while continuing to focus on producing the highest quality products in the industry."



Janice Strickland, Assembler/Packer

Bryson noted that the tenure of the workforce is a competitive strength. "Nearly half of our employees have been with us for over five years. They are dedicated and loyal professionals who take pride in their plant being known as a Center of Excellence for conduit and pipe fittings."

As the plant has grown, so has T&B's presence in the local community through participation in various charitable events and civic organizations.

Pat Allen, Assembler/Packer